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ABSTRACT

Of 596 service delivery areas (SDAs) administering the Job Training Partnership Act, 583 participated in a telephone survey regarding private industry council (PIC) and SDA activities. It was found that the number of local jurisdictions responsible for administering federally funded employment and training programs increased by 26 percent. One-quarter of the SDAs had fewer than the 200,000 persons necessary for automatic designation; more than half represented areas with populations under 300,000. About two-thirds were multi-jurisdictional. The legislative objective that business groups be involved in selection of business representatives on PICs was achieved in 91 percent of the cases. In 80 percent of SDAs, the same entity was grant recipient and program administrator. Nearly three-quarters of interviews reported an active role for the PIC in planning and evaluating local programs. High school dropouts and welfare recipients were most frequently identified as target populations. Major training agents were public school systems and private employers. Changes were anticipated due to the 70 percent stipulation. The majority of SDAs used performance contracting, provided supportive services, and planned on undertaking employment generating activities. (Appendixes include the questionnaire and a list of SDAs by state and type.) (YLB)

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An Overview of the New Job Training System

Survey Report I

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Elaine Brady, NAB Clearinghouse Manager for Evaluation Studies, managed the data collection effort, directed the analysis, and was the principal author of this report.

FOREWORD

The National Alliance of Business takes great pride and pleasure in providing you with An Overview of the New Job Training System. The information contained in this publication is informative and timely and of great value to all the partners involved in making the Job Training Partnership work.

First, it presents information on the state of the new employment and training system at its initial stages of implementation. Second, unlike other research efforts currently planned or underway, this study sought participation from all 596 local jurisdictions responsible for the administration and delivery of publicly funded job training programs, and succeeded in including 98 percent of them. Third, this report provides a comprehensive look at the new system; a wide range of information -- geographical, organizational, and programmatic -- was collected and analyzed.

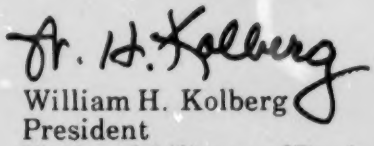
The survey findings offer many insights into the implementation of the new employment and training legislation, providing a "snapshot" of the reorganized system and a source of baseline data which will be a valuable reference point for future studies. NAB hopes to repeat a similar survey effort after the SDAs complete their plans for the upcoming two-year cycle.

Without the support and cooperation of local employment and training practitioners, the Alliance could not have succeeded in collecting and analyzing the data. The people who are responsible for the day-to-day operations of the local job training activities were enthusiastic about our efforts to collect information on their experiences in implementing the new legislation and pleased to participate in it. I am grateful to them for sharing such information during the system's compressed transition period. While the process of change is an ongoing one, our survey documents that the framework for the delivery of services is now in place across the country.

This overview report is the first of several based on data collected in this 1983 survey effort. At this point, two other reports are planned to be released in the upcoming months. These publications will provide more in-depth analyses of selected issues, including the role of the private industry council and the types of partnerships forged in the new system.

We at the National Alliance of Business look forward to working with you to improve the ways in which we integrate economically disadvantaged and structurally unemployed people into the world of work.

Sincerely,



William H. Kolberg
President
National Alliance of Business

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EXECUTIVE SUMMARY

The National Alliance of Business (NAB) has completed a major survey and analysis of the 596 service delivery areas administering the Job Training Partnership Act. A total of 583, or 98 percent, of the local service delivery areas (SDAs) responsible for the provision of federally funded employment and training programs participated in the NAB effort to gather information about private industry councils and SDA activities. The major purpose of the study was to establish baseline data, offering both a profile of the new system at the completion of its transition from the Comprehensive Employment and Training Act to the Job Training Partnership Act and a starting point for measuring the degree to which the system fulfills its legislative mandate in a cost-effective and increasingly business-directed way.

A structured 74-question survey was administered by phone during September and October, 1983. The interviews, generally requiring between 30 and 40 minutes to complete, were conducted with individuals actively involved in the planning and administration of the local delivery system.

Three types of data -- geographical, organizational, and programmatic -- were analyzed for this report. Key findings are summarized below, by topic.

Geographical Data

- The number of local jurisdictions responsible for administering federally funded employment and training programs increased by 26 percent, from approximately 470 under the Comprehensive Employment and Training Act to 596 under the Job Training Partnership Act. Much of the increase can be attributed to the breakup of large CETA balance-of-state areas. In about half the SDAs, the geographical boundary of the JTPA service delivery areas remained the same as that of its CETA predecessor.

- The geographical boundaries of 61 percent of the SDAs coincide with at least one other substate service district. Approximately two-thirds of the SDAs include at least one labor market area; slightly more than two-thirds of these local areas have boundaries which are identical to one or more entire labor market area.

- One-quarter of the SDAs have fewer than the 200,000 persons necessary for automatic designation. More than half represent areas with a population under 300,000.

- Of the 50 states and the District of Columbia, 19 or 37 percent have four or fewer SDAs. Conversely, 16 or nearly 30 percent of the states have been divided into at least 15 service delivery areas, with California having the greatest number (50).

- Slightly more than two-thirds of the SDAs are multi-jurisdictional; that is, they include more than one chief local elected official. The majority of the remaining SDAs are single county with only 7 percent of all the SDAs representing single city service delivery areas.

Organizational Data

- The legislative objective that business groups be involved in the selection of the business representatives on private industry councils was achieved in the overwhelming majority of cases (91%). The "single slate" nomination process envisioned by Congress was followed in fewer than half of the SDAs (42%). Generally, when a single slate process was not used, multiple slates were submitted directly to the local elected official.

- Most PIC members are new to the publicly-funded employment and training system; on average, only one-fourth of JTPA PIC members had served on either a CETA Title VII PIC or a prime sponsor planning council.

- The average PIC consists of 25 members, although individual PIC board size ranges from a low of nine members to a high of 134. Almost 11,000 business volunteers are serving on PICs.

- In the overwhelming majority of SDAs (80%), the same entity was designated to serve as both the grant recipient and program administrator. In most of those SDAs, that entity is a unit of local government.

- PICs serve as grant recipient, program administrator, or both in 15 percent of the SDAs. States are functioning in one or both of these capacities in 8 percent of the SDAs. Educational institutions, private nonprofit organizations, and community-based organizations each receive funds and/or administer programs in five percent of the SDAs.

- In four out of five PICs, the chair was selected by PIC member vote; in most of the remaining SDAs, PIC chairs were appointed by the chief local elected official(s).

- At the time of the survey, most PICs had established a regular meeting schedule for the full board, with 61 percent of all PICs planning to meet monthly. Most of the others intend to convene either bi-monthly or quarterly.

- Nearly three-quarters of the interviewees reported an active role for the PIC in planning and evaluating local programs. Specifically, responses showed that 80 percent of the PICs intended to participate actively in determining the types of training programs, 75 percent in determining occupations, 77 percent in determining training providers, and 89 percent in establishing criteria for training programs.

- One-quarter of the PICs were incorporated at the time of interview. Almost one-fifth of the remaining PICs plan on incorporating, while another fifth are undecided. PICs acting as grant recipients were far more likely to be incorporated than were PICs not serving in that role.

- Only one-quarter of the PICs had hired or intended to hire their own personnel for FY'84.

Programmatic Data

- High school dropouts and welfare recipients were the two groups most frequently identified by interviewees as target populations for JTPA programs and services (80% and 75%, respectively). In-school youth, minorities, and handicapped people are each provided targeted service by over two-thirds of the private industry councils.

- Local service providers are utilizing a host of entities to provide skill training with a marked increase from CETA in the use of small business. The most widely used is the public school system (used by over 90% of the private industry councils). The second major training agent is private employers, particularly small business, which will provide training in almost 80 percent of the SDAs, often in conjunction with on-the-job training programs. Private secondary and postsecondary schools, community-based organizations, and large businesses were each involved in providing training in slightly more than half the SDAs.

- Almost two-thirds of the interviewees responded affirmatively when asked if their programs would be changed as a result of the requirement that 70 percent of the funds be used for training. Some of the anticipated changes appear to be positive. In particular, the seeking of alternative sources of supportive services, especially with the welfare system, is a strategy employed by 40 percent of the SDAs. Other positive changes relate to an increased focus on job placement and coordination with other federal, state, and local entities. Other anticipated changes were viewed more negatively (e.g., alterations in the client mix resulting in less service to clients requiring more or longer assistance).

- Performance contracting will be used in close to two-thirds of all SDAs. Over 40 percent of those SDAs will use it for at least three quarters of their training programs and another 20 percent will employ it for one-half to three-quarters of their skill training contracts.

- Despite the 30 percent limit on non-training expenditures, the vast majority of SDAs (85%) will provide some type of support service, while slightly more than half will offer needs-based payments. Most respondents indicated, however, that such services or payments will be minimal.

- Slightly less than two-thirds of the SDAs plan on undertaking some type of employment generating activity during JTPA's first year.

Conclusion

The survey findings offer many insights into the implementation of the new employment and training legislation, providing a "snapshot" of the reorganized system and a source of baseline data which will be a valuable reference point for future studies. This overview report is the first of several based on data collected in this 1983 survey effort. Two other reports are planned to be released in the upcoming months and will provide more in-depth analyses of selected issues, including the role of the private industry council and the types of partnerships forged in the new system.

AN OVERVIEW OF THE NEW JOB TRAINING SYSTEM

INTRODUCTION

The implementation of the Job Training Partnership Act (JTPA) has produced many changes in the administration and delivery of employment and training services for long-term unemployed and economically disadvantaged people. Never before have state and local policymakers and practitioners confronted such a wide array of choices and challenges in the structure and administration of local delivery systems. Recognizing so many fundamental changes, the National Alliance of Business (NAB) undertook an effort to gather information, on a national scale, about private industry councils (PICs) and JTPA service delivery area activities. A total of 583, or 98 percent, of the 596 service delivery areas (SDAs) nationwide agreed to participate in this survey. This study, funded substantially by the Department of Labor, has five objectives:

- To track the transition activities at the local level;
- To describe the status of the JTPA service delivery system as of early FY '84;
- To describe and analyze the extent and variety of private sector involvement;
- To determine the extent of change, thus far, in the JTPA system as compared to the CETA system; and
- To guide NAB and others in providing the types of products and services needed by the employment and training community.

Methodology

A structured telephone interview, consisting of 74 questions, was conducted by national office NAB staff with local service delivery or PIC staff during a two-month period (September and October, 1983). A copy of the questionnaire is included as Appendix I. The interviews were generally conducted with individuals actively involved in the planning and administration of the local delivery system. An introductory letter explaining the purpose of the survey and a copy of the questionnaire were sent to these individuals one to two weeks prior to contact. For the most part, interviews took between 30 and 40 minutes to complete.

The survey instrument covered four major areas: the geographical, organizational, programmatic, and financial characteristics of service delivery areas and PICs. While the majority of data collected was objective (e.g., population of the SDA, incorporation status of the PIC), a few questions required responses which were highly subjective and relied primarily on the respondent's perceptions and beliefs. Thus, some of the information must be understood as reflecting the opinions of the interviewees.

Although this report is based primarily on an analysis of the interviewees' direct responses to the questions asked, some data have been augmented by more detailed information provided voluntarily by the respondents. Hence, this study

provides some excellent insights into JTPA implementation throughout the country. When information on the CETA system was relevent and easily accessible it was used and compared to data collected on JTPA. It should be emphasized that the data collected by NAB during this survey are particularly valuable since all other planned or completed efforts to capture information of this type focus on a limited number of SDAs or PICs, while this survey sought information on all of them.

ANALYSIS OF GEOGRAPHICAL DATA

Service Delivery Area Designation

With the passage of JTPA, states were presented with the opportunity to determine, within broad guidelines, how substate political jurisdictions could be organized to effectively provide federally-funded employment and training services. While the new law allowed governors and state job training coordinating councils (SJTCCs) great flexibility, it required that SDA designation: 1) not split local government boundaries; 2) promote effective job training services; and 3) be consistent with labor market or standard metropolitan areas or areas in which related services are provided under other state and federal programs.[1]

Despite the expectation that this designation process would result in fewer service delivery areas than those which existed under CETA, the number of SDAs nationwide increased from approximately 470 under CETA to 596 under JTPA. In about half of the SDAs (294), the geographical boundary of the JTPA service delivery area remained the same as that of its CETA predecessor. That is, the JTPA SDA is identical to the former CETA prime sponsor or balance-of-state substate area.[2] (A list of SDAs by state and type is provided in Appendix II.)

The increase in the number of local areas responsible for overseeing federally-funded job training programs can be attributed primarily to the breakup of large CETA balance-of-state areas. Specifically, one-third of the 299 new SDAs (96) consist solely of various combinations of balance-of-state substate areas, while close to another third (29% or 84) are the result of balance-of-state substate/prime sponsor combinations.

Coterminous Substate Boundaries/Labor Market Areas

Data indicate that states were fairly successful in meeting the legislative priority that there be substantial correlation between SDA boundaries and those of other substate districts in which related state or federal programs were operating. In 61 percent of the SDAs (358), the geographical boundaries coincide with other substate service districts, and in one-half of these cases (177), the SDA's boundaries coincide with at least two such related service districts. Coterminous boundaries are most common between the SDAs and the local Employment Service or economic development and planning districts; fewer service delivery areas coincide with educational districts. (See Table I.)

[1] Certain areas had the right to request and receive automatic designation as independent SDAs. These include general units of local government or contiguous units of local governments with a population of 200,000 or more which serve a substantial portion of a labor market area, or any Concentrated Employment Program which served as a CETA prime sponsor.

[2] A Balance of State area was a geographical area, often divided into substate units, for which the state had administrative authority under CETA.

TABLE I

Coterminous JTPA Service Delivery Area and Related Substate Service District Boundaries

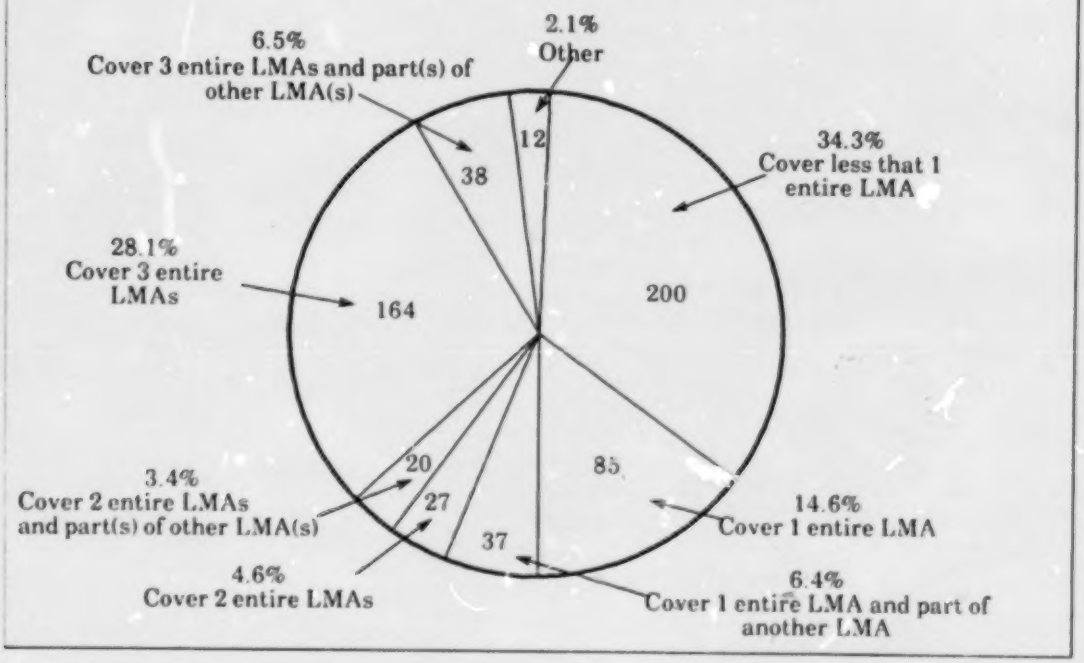
	Number of SDAs	Percent of SDAs
Coincide with more than one substate district	177	30.4
Coincide only with employment service district(s)	81	13.9
Coincide only with economic development and planning district(s)	74	12.7
Coincide only with educational district(s)	16	2.7
Coincide with other substate service district boundary	10	1.7
	358	61.4

The legislative intent that SDA boundaries be more closely aligned with local labor market areas was also met in the majority of cases. A labor market area is defined in the legislation as "an economically integrated geographic area within which individuals can reside and find employment within a reasonable distance or can readily change employment without changing their place of residence." Despite the increase in SDAs, the data indicate that the thrust to achieve more coordinated or broader labor market coverage was not adversely affected.

As illustrated in Table II, slightly fewer than half of the SDAs (276) have boundaries which are identical to those of one or more entire labor market areas (LMAs). Another 58 SDAs combine parts of one or more labor markets with at least one entire labor market. Approximately one-third (200) of the total have geographical areas that are less than one entire labor market area. It must be recognized, however, that 162 of the 200 SDAs which cover less than a complete labor market area are part of a large metropolitan area and as such, have populations well over 200,000. Conversely, a great number of SDAs which include two or more labor markets (261 or 45%) are less populous and many do not meet the 200,000 target (73), and were designated at the governor's discretion.

While the majority of SDAs include at least one labor market area, it is interesting to study those that include three or more entire labor markets and those that cover less than one labor market. Survey findings indicate that new service delivery areas -- those that do not have the same boundaries as their CETA predecessors -- are much more likely to include three or more labor markets than those SDAs whose configurations remain the same. In fact, among the 202 SDAs that encompass three or more labor market areas, 69 percent (140) have boundaries that are different from those which existed under CETA.

TABLE II
Labor Market Area and SDA Boundaries



This finding is not surprising given that many governors combined large geographic areas (often the more rural balance-of-state substate areas) in an attempt to meet the 200,000 population criterion. Further, this finding may also indicate that governors, at least in some cases, made a concerted effort to form SDAs out of several contiguous and similar labor markets.

Conversely, SDA boundaries which include part of a labor market area or an entire one are much more likely to be the same as those in effect before JTPA. Specifically, among the 200 SDAs that cover only part of a labor market, 70 percent (139) have configurations which are identical to their former CETA boundaries. Several interviewees noted, and the data support, the possibility that governors may have been somewhat reluctant to make changes in the CETA job training areas for a variety of reasons, including political expediency and exemplary past performance.

This view is supported by the fact that coterminous CETA/JTPA boundaries are much more common in those SDAs with a population of less than 200,000 than in areas where the service delivery area had changed under the new population criterion. Nearly two-thirds (100) of the 154 SDAs with fewer than 200,000 persons are identical to their CETA predecessors. However, among the 304 SDAs in the intermediate population range (200,000 - 500,000), 60 percent (181) have boundaries which were altered from those that existed under CETA. Thus, it appears that the SDAs with boundaries that are different from those under CETA not only tend to cover three or more labor markets but also are more likely to meet the 200,000 population criterion.

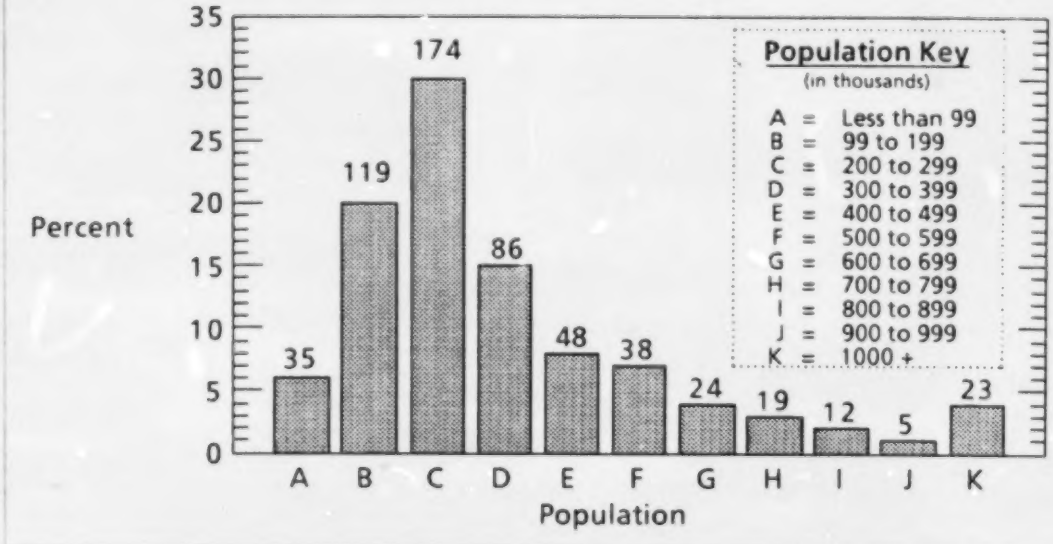
SDA Population

As would be expected, the population distribution of the SDAs varies markedly.[3] The general population criterion for designation as a service delivery area was increased from 100,000 under CETA to 200,000 under JTPA. However, the governor could designate areas with smaller populations as SDAs if they met other criteria such as the provision of service to a substantial portion of a labor market. Despite the congressional intent to increase the size of the population within local delivery systems relative to the 100,000 population criterion under CETA, more than 25 percent (26% or 154) of the SDAs have fewer than the 200,000 persons necessary for automatic designation.[4] In some of these 154 cases, the operation of an effective delivery system under CETA was cited by a number of respondents as the key reason for designating an area with less than 200,000 people as an SDA. In less populous states, interviewees often noted that it was impossible to establish effective SDAs which adhered to the 200,000 person guideline.

Thirty percent of the remaining 429 SDAs (174) serve populations between 200,000 and 299,999, as shown in Table III.. Thus, more than half (328) represent areas with populations under 300,000. Almost one-quarter (134) of the SDAs include between 300,000 and 499,999 individuals while larger SDAs serving at least 500,000 people represent 20 percent (121) of the total. Within this latter group, only 4 percent (23) exceed a population of one million.

TABLE III

Population by SDA



[3] Population data are based on the 1980 census.

[4] "The Joint Explanatory Statement of the Committee of Conference", often referred to as the "Congressional Conference Report," states that: "These population thresholds are intended to reduce the overall number of administrative units without compromising effective service." (House Report No. 97-889, September 28, 1982. p. 88)

Distribution and Types of SDAs

There are only 6 statewide SDAs: Vermont, Delaware, South Carolina, North Dakota, South Dakota, and Wyoming. The District of Columbia and the territories of the Virgin Islands, Guam, Samoa, Puerto Rico and the Northern Mariana Islands are also single SDAs.[5] The small number of statewide SDAs was not unexpected given the designation prerogative of large local governments and consortia. With the exception of the District of Columbia, Puerto Rico, and two of the states (Delaware, and South Carolina) the single state/territory designation tend to occur in more rural and sparsely populated areas.

An analysis of the SDA distribution information also reveals that 12 states (New Hampshire, Maine, Rhode Island, West Virginia, Alabama, Mississippi, New Mexico, Nebraska, Montana, Nevada, Hawaii, and Alaska) have between two and four service delivery areas. Of the 50 states and the District of Columbia, 19 or 37 percent have four or fewer SDAs.

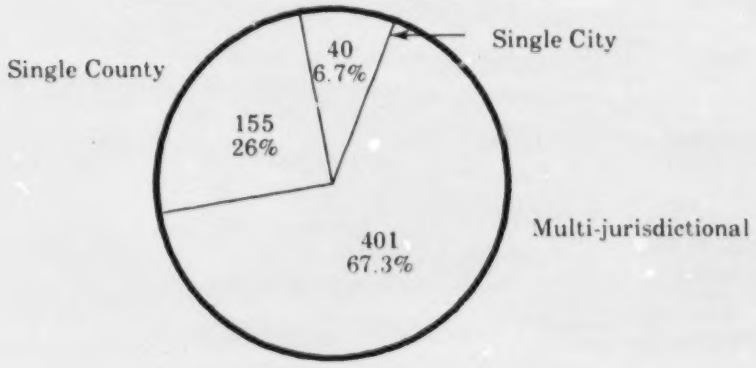
On the other hand, nearly 30 percent of the states (16) have been divided into at least 15 SDAs and include: Missouri, Massachusetts (15 each); Georgia, Louisiana, Iowa (16 each); Indiana, Wisconsin (17 each); New Jersey (19); Florida (24); Illinois, Michigan (26 each); New York, Texas (34 each); and California (50). As would be expected, these states (with the exception of Iowa) are among the most populous and also include most of the single-city SDAs. (A map detailing the number of SDAs by state may be found on the following page.)

Somewhat surprising is the relatively small number of single city service delivery areas -- only 40, or 6.7 percent, of the total number of SDAs. (See Table IV.) Generally, these SDAs are large urban centers with populations well over 200,000. In fact, in two-thirds of those 40 SDAs, the population exceeds 500,000.

Slightly more than two-thirds of the SDAs (401) are multi-jurisdictional entities; that is, they are consortia of more than one local government. In over half of these multi-jurisdictional SDAs (58% or 235), the consortium formation was initiated by member governments; in only 29 percent of these 401 service delivery areas (118) was the multi-jurisdictional configuration initiated at the state's request. The remaining 155 SDAs are single-county jurisdictions.

TABLE IV

Types of Service Delivery Areas



[5]Two of the six single state SDAs were not single service delivery areas under CETA, (Delaware and South Dakota). Idaho is the only state that was a single-service delivery area under CETA but not under JTPA.

Number of SDAs Per State

Alaska	-	3
American Samoa	-	1
Guam	-	1
Hawaii	-	4
Northern Mariana Islands	-	1
Puerto Rico	-	2
Trust Territories	-	6
Virgin Islands	-	1

As of January 1, 1984

ANALYSIS OF ORGANIZATIONAL DATA

Nomination Process

Every local service delivery area must have a private industry council with a majority of its members from the private sector, representing local business leaders. To ensure that the PIC is representative of the local business community, the law delineates the nominating process for PIC business members: they must be selected by the local elected official(s) from nominees recommended by general purpose business organizations. All prominent business organizations are to be consulted in submitting nominees numbering at least 150 percent of the total business members to be appointed. Data indicate that the objective of having various business groups involved in the selection of business representatives was achieved in most cases. In fact, in 91 percent of the cases, the chamber of commerce did participate in the nominations process.

The "single slate" nomination process envisioned by Congress was followed in 244 of the SDAs (42%).[6] Within these 244 service delivery areas, the chamber of commerce was usually the entity responsible for submitting the slate. In SDAs in which there was more than one chamber, the largest chamber was typically designated the lead agent by the others. In all but one of the 244 SDAs in which a single slate was presented to the local elected official(s), that slate was indeed used as the basis for selection.

Generally, when a single slate process was not used (as in 337, or 58% of the SDAs), multiple slates were submitted directly to the local elected official(s). Specifically, in 190 of these 337 SDAs, each local chamber submitted its own list, rather than consolidating nominations. In another 100 of these 337 SDAs, a number of different business groups, often including the chamber(s), submitted their own lists of nominees.

A number of selection processes were used when nominations were not submitted by general purpose business organizations. These included: solicitation through public notices, invitational letters to organizations, advertisements in local newspapers, and mass mailings to local businesses.

As illustrated in Table V, the level of involvement of the various business organizations in submitting private sector nominations differed significantly overall. As noted earlier, chambers of commerce submitted names in 91 percent (529) of the SDAs. Professional or trade organizations, minority business groups, and women's business organizations submitted nominations in 44 percent (256), 30 percent (174), and 23 percent (135) of the SDAs, respectively. Only 19 percent (112) of the CETA Title VII private industry councils submitted nominations.

[6] "The intent of the conference language is to assure a single slate of nominations which reflects the recommendations of the various business organizations in the community....Where there is more than one general purpose organization in the community, they shall coordinate their recommendations." "The Joint Explanatory Statement of the Committee of Conference," pp. 91-92.

TABLE V

Organizational Involvement in Nomination Process

Type of Organization	Level of Involvement	
	# of SDAs	% of SDAs
Chamber	529	90.7
Professional/Trade	256	43.9
Minority Business	174	29.8
Women's Business	135	23.2
Employment Service	114	19.6
Title VII PIC	112	19.2
Other	146	25.0

PIC Membership

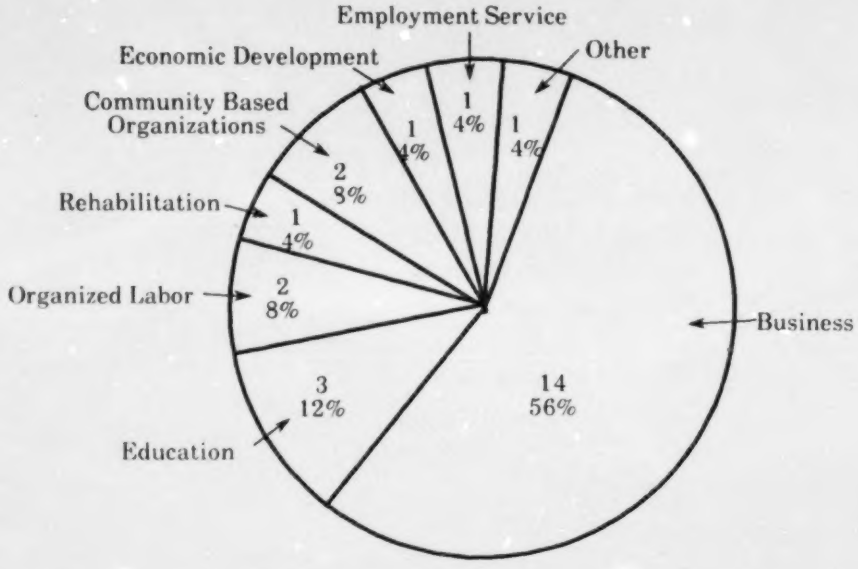
Most PIC members are new to the publicly-funded employment and training system. On the average, only about one-fourth of the JTPA PIC members had served on at least one of the CETA councils, with far greater representation provided from members of former prime sponsor planning councils rather than Title VII PICs (2 to 1). Eight percent of the total membership of JTPA PICs had served on both a Title VII PIC and a prime sponsor planning council. This means that at the time of their appointment most PIC members lacked "hands-on" experience with the issues and history of past public employment and training activities in their area. This, combined with the compressed time for planning, undoubtedly limited the role PIC members could play in the fiscal year 1984 decision-making process. It would appear, however, that the new legislation did result in the involvement of new people -- including new business representatives -- in the local program. The effect this will have on future program operations is impossible to determine at this time.

PIC members in SDAs with the same geographical boundaries as the former CETA service areas were not any more likely to have been a member of a Title VII PIC or a prime sponsor planning council than were PIC members in newly-formed SDAs. This finding further indicates that most PICs, even those where former job training boundaries remained unchanged, did not merely reconstitute the CETA Title VII PIC.

Although individual PIC membership varies considerably -- from a low of 9 members to a high of 134 -- the average PIC consists of 25 members, 56 percent of whom are representatives from the business community. About 11,000 business volunteers are serving on the PICs. Information displayed in Table VI indicates that the breakdown of representatives on an average PIC is: 14 from the business sector, 3 from education, 2 from organized labor, 1 from a rehabilitation organization, 2 from community-based organizations, 1 from an economic development agency, 1 from the Employment Service, and 1 other.

TABLE VI

Composition of Average PIC



Grant Recipients and Program Administrators

Grant recipients and program administrators, to be designated by agreement between the PIC and the chief local elected official(s), can be the PIC, a unit of general local government (or an agency thereof), a private nonprofit organization, or any other agreed-upon entity.[7] The local program administrator could be the same entity as the grant recipient or a separate entity. The overwhelming majority of the SDAs (81% or 471) selected the same entity to perform these two functions. (The distribution of grant recipients and program administrators by type of entity is shown in Table VII.)

Local governments are the most widely used entities serving as both grant recipient and program administrator, doing so in 295 SDAs (51%). Furthermore, local government units or agencies serve solely as the grant recipient in another 14 percent (82) and as the program administrator in another 7 percent (32) of the service delivery areas. Thus, local governments are functioning as grant recipient and/or program administrator in more than 70 percent (415) of the SDAs.

[7] The local grant recipient is the legal entity which receives the federal funds directly from the state and is held liable for the fiscal management and use of the funds. The local program administrator is responsible for the day-to-day administrative operations and management of programs.

PICs are the second most common entity serving as grant recipient and/or program administrator (15% or 88). In only half these 88 SDAs (43) does the PIC serve as both grant recipient and program administrator. Among those 45 PICs where the functions are divided, 31 PICs are the administrative entity while only 14 are the grant recipient. Thus, while the system-wide tendency is for one entity to both receive funds and administer programs, when PICs are involved as grant recipient or program administrator the likelihood is much greater that these responsibilities will be shared among two different entities. Several factors may account for the relatively few number of PICs acting as grant recipients. First, state law makes it difficult for PICs to receive funds directly from the governor in some jurisdictions. For instance, in Massachusetts, state law prohibits the forward funding of a non-governmental entity. Second, many PICs, especially the smaller ones, do not yet have the management and fiscal systems to act effectively as grant recipients. And third, some local government agencies were reluctant to share authority over JTPA funds.

States are functioning as grant recipients and/or program administrators in 8 percent (48) of the SDAs, although technically the law appears to limit this role to those states which are whole state or single state SDAs. (The law is generally interpreted to require that the entire state be subdivided into service delivery areas, each with its own PIC established to work in partnership with local elected officials and each having a mandated pass-through of funds from the state according to a specifically established formula in the law.) In the majority of these instances, the states serve as both grant recipient and program administrator. States with four or fewer SDAs and those containing very large rural areas are the most likely to have the governor or a state agency responsible for administering part or all of the local delivery system.

Educational institutions, private nonprofit entities, and community-based organizations each receive funds and/or administer programs in 5 percent of the SDAs. (When educational institutions are involved, they are generally community colleges.) In most of these cases, the same agency is both grant recipient and program administrator.

There appears to be some correlation between SDA population and the type of agency selected as grant recipient. Community-based organizations (18 out of 26), educational institutions (22 out of 31), and private non-profits (22 out of 27) are most often grant recipients and/or program administrators in the smaller SDAs, i.e., those serving a population of less than 300,000.

Conversely, few PICs are the grant recipient in the more sparsely populated SDAs. Only 7 of the 57 PICs are grant recipients or program administrators in SDAs of less than 200,000 people. Fifty of the 57 PICs that are grant recipients serve SDAs with over 200,000 people. Larger SDAs with a population greater than 500,000 are likely to have local government function as the grant recipient and/or program administrator. Nearly 70 percent (84 of 121) of these large SDAs use local governments to receive and manage the funds.

TABLE VII

Distribution of Grant Recipients (GR) and Program Administrators (PA)

Entity	GR and PA	GR only	PA only	# of SDAs	% of SDAs
Local Government	295	82	38	415	71.2
PIC	43	14	31	88	15.1
State/Governor	39	4	5	48	8.2
Educational Institutions	25	3	3	31	5.3
Private Nonprofit	25	2	0	27	4.6
CBO	22	0	4	26	4.5
Other/Not yet determined	23	7	31	61	10.5
	471	112	112		
	(80.8%)	(19.2%)	(19.2%)		

Structure and Operation of PICs

The Job Training Partnership Act authorizes numerous specific functions for PICs. The selection of a PIC chairperson is one of those functions envisioned by the Congress.[8] Although the law does not clearly specify the selection process, in four out of five PICs (469), the chair was selected by PIC member vote. In most of the remaining SDAs, PIC chairs were appointed by the local elected official(s).

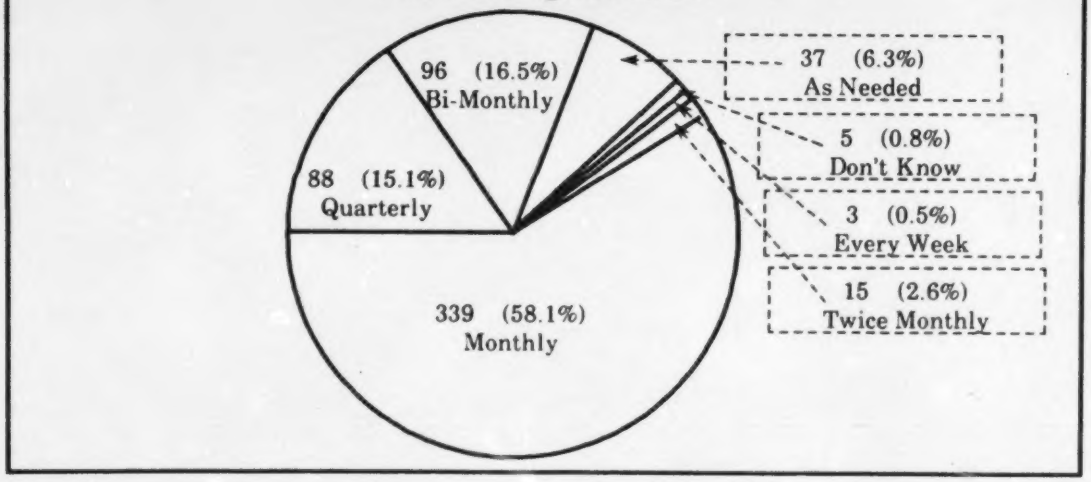
The law also specifies that the PIC is authorized to provide oversight -- reviewing, monitoring, and evaluating -- in accordance with procedures established by the PIC. The PIC oversight function, however, does not preclude local government oversight activities or the coordination of those activities necessary to carry out management responsibilities. The intent of the law was to permit the active participation of the PIC in reviewing program management and oversight activities throughout the year including evaluating program outcomes. To ascertain the current and the planned future roles and involvement of the PIC, a number of questions inquired about PIC organization and structure as well as the level of PIC involvement in actual and planned decision-making processes.

At the time of the interviews, almost all of the PICs had established a regular meeting schedule for the full board. As can be seen in Table VIII, in almost 60 percent of the PICs (339), the full PIC plans on meeting monthly. The majority of the remaining PICs will meet less frequently, with most of them intending to convene either bi-monthly (16% or 96) or quarterly (15% or 88).

[8] "The conferees anticipate a process along the following lines. After the PIC is certified and has its first meeting convened by the chief elected officials it will elect its chairman, provide for operational rules, and select necessary staff to assist it in determining how to exercise its functions. After the PIC has had an opportunity to review the operation of current training programs in the area and to formulate its general policy positions, it will then enter into negotiations with the appropriate local government officials for the agreements specified in the bill..." "The Joint Explanatory Statement of the Committee of Conference," pp. 89-90.

TABLE VIII

PIC Meeting Schedule

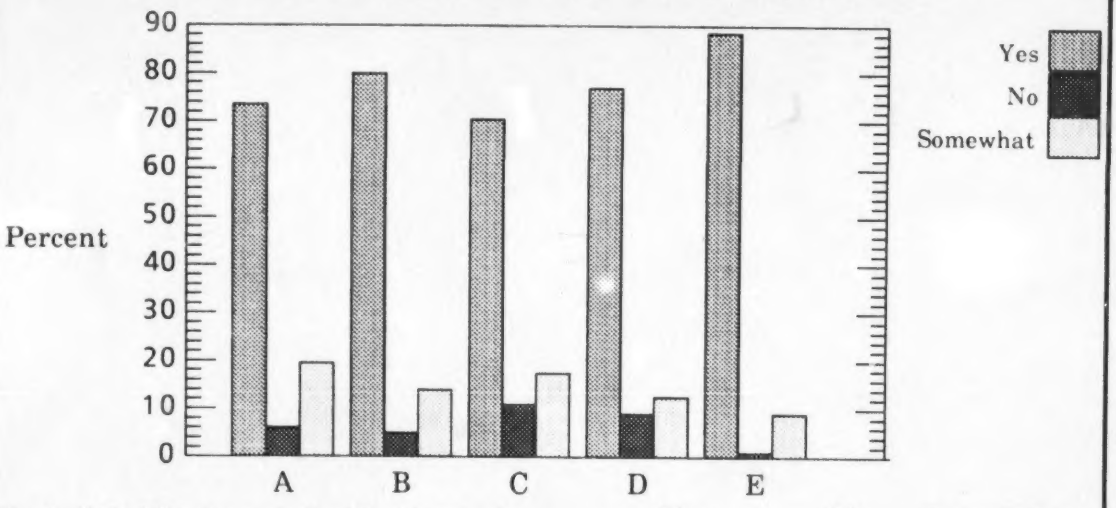


Given this limited meeting schedule it would be expected that much of the work of the PIC would probably take place at the committee level, and it is not surprising that a number of interviewees emphasized that the work undertaken by the committees, was, in effect, the critical component of the PIC decision-making process. However, this response was not consistent with that concerning the frequency of PIC committee meetings. While 87 percent (505) of the PICs have some type of committee structure, the schedule for permanent and ad hoc committee meetings is much more irregular than for full board meetings. Among the 505 PICs utilizing a committee structure, 290 (57%) plan to have their committees meet only on an "as needed" basis. In those cases in which PIC committees have established a set meeting schedule, it is usually on a monthly basis. Because the functions of many committees are sporadic in nature (e.g., membership), or concentrated during a particular time frame (e.g., planning), it is not clear whether these committees will result in the active involvement of the PIC and the business community in the planning, management and oversight of their local programs.

In addition to obtaining information about the PIC's structure and frequency of meetings, interviewees were asked if the PICs played, or intended to undertake, active or significant roles in the planning and evaluation of their local programs. Data in Table IX show that nearly three-quarters of the respondents (430) indicated that the PIC was, or expected to be, very involved in the overall planning of transition year programs. However, it must be noted that many PICs had only recently been formed at the time of the interview and had played a small role in the actual development of the plans; instead, they anticipated a major role during FY 84 in the selection of training programs, occupations, and service providers. Specifically, according to the respondents, 80 percent of the PICs intended to participate actively in determining types of training programs, 75 percent in determining occupations, and 77 percent in determining service providers. An even higher percentage of respondents indicated that the PIC would be an active partner in program evaluation. Eighty-nine percent (517) of the individuals questioned thought the PIC would be very active in establishing criteria for training programs and examining the degree to which they had been met.

TABLE IX

PIC Involvement in the 1984 Decisionmaking Processes



Has/will the PIC play an active/significant role:	Yes	No	Somewhat
A. in the overall decisionmaking FY'84 process?	430 (73.8%)	36 (6.2%)	115 (19.7%)
B. in the planning of FY'84 programs?	468 (80.3%)	29 (5.0%)	84 (14.4%)
C. in selecting occupations?	441 (75.6%)	65 (11.1%)	104 (17.8%)
D. in selecting service providers?	451 (77.4%)	55 (9.4%)	74 (12.7%)
E. in evaluating programs?	517 (88.7%)	7 (1.2%)	53 (9.1%)

PIC Staffing

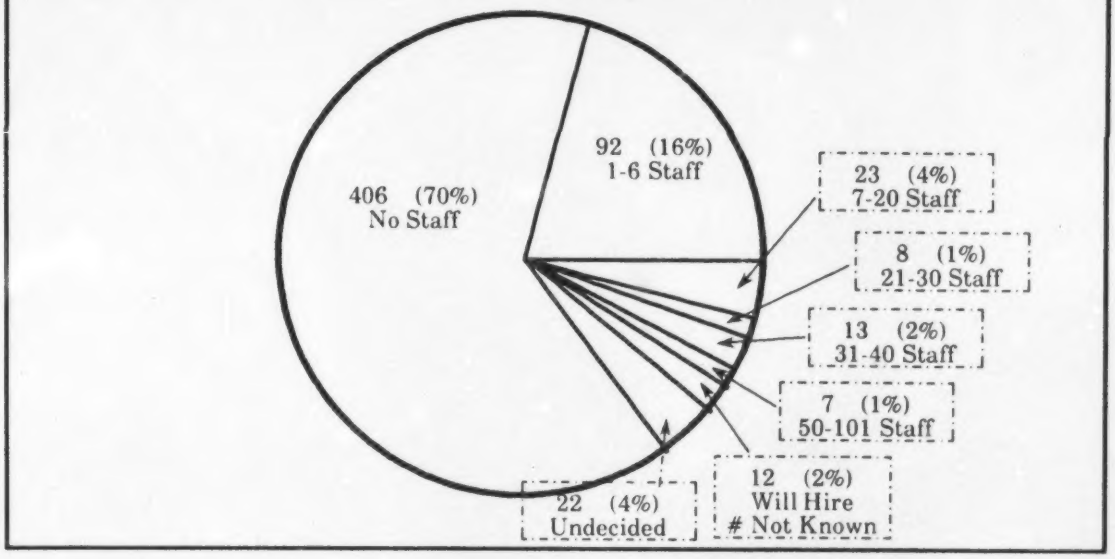
To carry out its functions, the law also allows the PIC to hire staff. Only 27 percent, or 155, of the PICs, however, had hired or intended to hire their own personnel at the time of contact. Understandably, PIC staff were primarily concentrated in the 15 percent of the councils which had decided to act as grant recipients or administrative agencies.

Although the number of full-time positions in the 155 PICs with independent staffs ranged from one to 101, staffing in over half of such PICs (92) consisted of six or fewer full-time positions. (See Table X.) At least one former prime sponsor staff person was employed in nearly half of these PICs (72); only 45 PICs employed any former CETA Title VII staff. This latter finding is to be expected since the majority of CETA Title VII PICs were not independent entities and relied upon CETA prime sponsor staff. A limited number of JTPA PICs had hired staff directly from private for profit business (28 of the 155 independently staffed PICs).

The limited number of PICs having their own staff might also have an effect on their playing the active roles the majority of them envisioned; but it should be noted that most PICs will receive support from staff assigned from other organizations (e.g., local government). The level of that support and the ability of that staff to provide independent advice and guidance will certainly vary from one SDA to another, and will no doubt be a factor in the degree of PIC effectiveness within the SDA.

TABLE X

PIC Staffing



PIC Incorporation

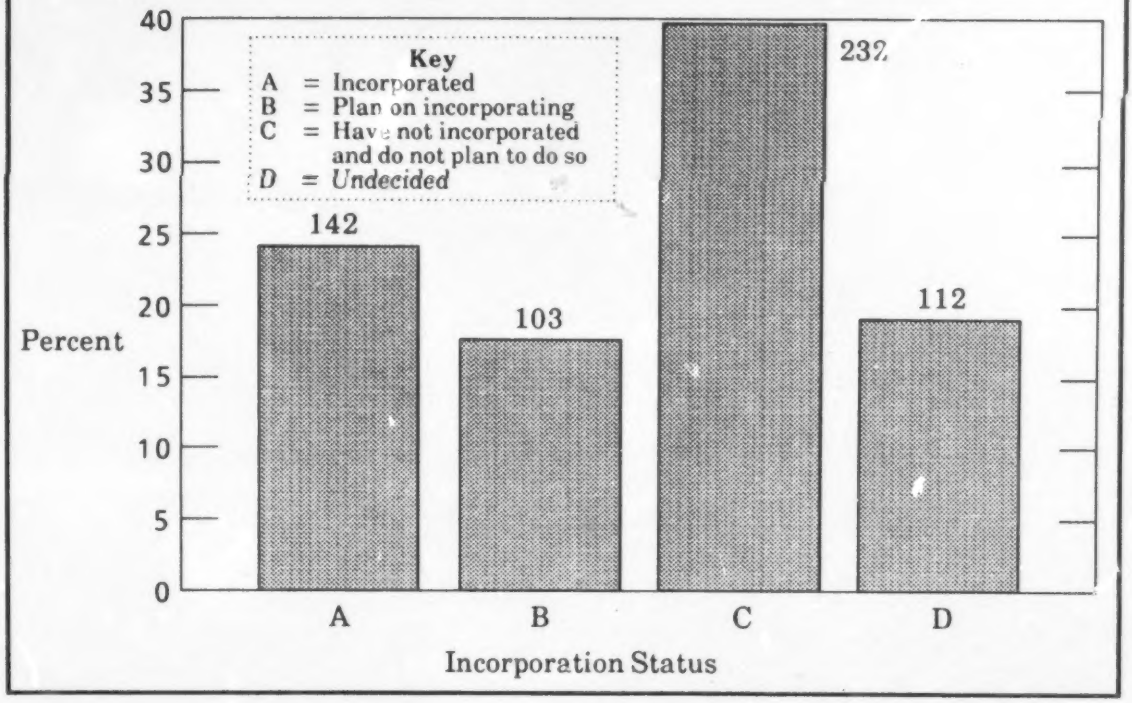
The Job Training Partnership Act permits private industry councils to decide whether or not to incorporate. One-quarter of the PICs (142) were incorporated at the time of contact, as shown in Table XI. Data indicate, however, that among those 440 PICs not incorporated, just under one-quarter (103) planned on incorporating while another quarter (112) had not yet decided. On the other hand, almost 40 percent (232) of the total number of PICs have not incorporated and do not intend to do so during JTPA's first program year. [9]

Among the factors which appear to influence a PIC's decision to incorporate are population of the SDA and type of entity designated as grant recipient. Not surprisingly, PICs acting as grant recipients were far more likely to be incorporated than were PICs not serving in that role. Specifically, 46 of the 57 grant recipient PICs were incorporated. One-fourth of the PICs in SDAs in which the grant recipient is a private nonprofit or quasi-governmental entity were incorporated, with the percentage of incorporated PICs dropping to 18 percent among SDAs whose grant recipient is a local government unit or agency or an educational agency or institution. Fourteen percent of the SDAs with a state entity receiving the grant had incorporated PICs, and only 9 percent of PICs in SDAs whose grant recipient is a community-based organization were incorporated.

[9] In a survey undertaken by NAB in April 1982 of 93 of the larger, more well-funded CETA Title VII PICs, 35 or 37.8 percent, were incorporated.

TABLE XI

Status of PIC Incorporation



With respect to population, PICs responsible for overseeing the delivery of services to fewer than 200,000 people are the least likely to be incorporated, with only 15 percent (23) of the 154 relevant PICs having done so. However, although a few PICs serving a small population were already incorporated, interviewees at 33 of those 154 said that their PIC intended to incorporate. By contrast, PICs with a population between 500,000 and 999,999 are the most inclined to be incorporated. Thirty-four of the 98 PICs serving this number of individuals were incorporated at the time of interview.

ANALYSIS OF PROGRAMMATIC DATA

Client Targeting

Funds for regular adult and youth training programs are provided in a single grant with the legal requirement that 90 percent of those funds be used to serve economically disadvantaged individuals and that emphasis be placed on serving welfare clients and out-of-school youth according to their proportion in the eligible population of the area. In particular, JTPA mandates that 1) at least 40 percent of the funds in an area be spent on youth age 16 through 21 (not including the funds for summer youth programs); and 2) eligible high school dropouts and persons receiving payments under Aid to Families with Dependent Children (AFDC) who are able to work must be served equitably, given their percentage of economically disadvantaged persons 16 years of age or older in the SDA.

In light of the above, it comes as no surprise that high school dropouts and welfare recipients were the two population groups most frequently targeted by SDAs. Nearly 80 percent designated dropouts as a priority group, while 75 percent (439 SDAs) identified welfare recipients. Services to in-school youth, minorities, and the handicapped are provided by over two-thirds of the SDAs (403, 402, and 388, respectively). Remaining target groups, in order of overall priority, include: older workers (55% or 321 SDAs); veterans (50% or 291 SDAs); and dislocated workers (41% or 231 SDAs). It should be noted that in many instances, the SDA was not targeting its present funds to older or dislocated workers because it anticipated receiving additional monies from the state to serve these special groups.

TABLE XII
Client Targeting

Client Group	Number of SDAs	Percent of SDAs
Dislocated Workers	237	40.7
In-School Youth	403	69.1
Older Workers	321	55.1
High School Dropouts	462	79.2
Minorities	402	69.0
Handicapped	388	66.6
Welfare Recipients	439	75.3
Female Heads of Household	316	54.2
Veterans	291	49.2

Training Agencies

Information displayed in Table XIII illustrates that local service deliverers are utilizing a host of entities to provide skill training. By far, the most widely used mechanism is the public school system. Over 90 percent (534) of the SDAs will use public vocational institutions, community colleges, and/or secondary schools.

The second major training agent is private employers, particularly small businesses, which will provide training in almost 80 percent (458) of the service delivery areas. This substantial involvement of business in training is consistent with the fact that a considerable number of local delivery systems are placing greater emphasis on on-the-job training programs, with 39 percent of the interviewees anticipating a greater role for this type of training in their SDAs. Since the Congress intended to increase business involvement in training under JTPA, the expected increase in the use of on-the-job training by private sector employers appears to be one way this goal is expected to be met. (Under CETA, most of the training was conducted by public institutions or private nonprofit community organizations. In fact, because of the existence of a large public service employment program (PSE) under CETA, many job placements occured in the public sector.)[10]

[10] It is difficult to state exactly the level of training done by public institutions compared to private employers; data on program activities under CETA were not reported in such a way that this distinction was made.

Private secondary and post-secondary schools, community-based organizations, and large businesses (firms with more than 500 employees) were each involved in providing training in slightly over half the SDAs. It should be noted that in a number of smaller SDAs, respondents indicated that there were few, if any, private educational institutions or large firms within their boundaries.

Although local governments were the most common grant recipients and/or program administrators, they were involved in actually operating programs in less than 30 percent of the cases (171 SDAs). Chambers of commerce and PICs were each responsible for direct client training in nine percent of the service delivery areas.

TABLE XIII

Training Agencies

Type of Entity	Number of SDAs	Percent of SDAs
Small Business	458	78.6
Large Business	319	54.7
Private Schools	327	56.1
Public Schools	534	91.6
PICs	50	8.6
CBOs	326	55.9
Local Governments	171	29.3
Chambers of Commerce	54	9.3

The 70 Percent Stipulation

To maximize the amount of training delivered under JTPA, the Act requires a 70/30 split of training and non-training costs. (The major reason for the limitation on certain costs resulted from a review of CETA data which showed that, on average, CETA prime sponsors spent well over half their CETA funds on wages, stipends, support services, and administration rather than on actual training programs.) Seventy percent of each SDA's allocation for JTPA programs must be spent on training, with the remaining 30 percent divided between administrative costs (no more than 15 percent) and supportive services and allowances.

Interviewees were asked whether they anticipated that the 70 percent stipulation would significantly affect their program, and if so, how. Almost two-thirds (64% or 373) responded affirmatively when asked if their programs would be changed as a result of the limitation. While some of the changes mentioned could be viewed as positive in that they are consistent with the Act's emphasis on training rather than income maintenance, other anticipated changes may have less desirable effects. (See Table XIV.)

Specifically, some of the more positive changes relate to cost saving strategies and an increased focus on job placement and coordination with other federal, state, and local support programs. For example, in 40 percent of the SDAs, alternative sources of support services were being sought, the most common linkages being with the welfare system. This finding is not surprising given the legislative mandate to serve welfare clients according to their proportion in the eligible population of the SDA, while limiting the funds to be spent on supportive services and allowances to 30 percent. Many interviewees noted that extensive linkages are being developed with welfare agencies to ensure adequate levels of income maintenance and supportive services for welfare recipients during JTPA training. Other strategies being considered to help supplement JTPA funds include such things as bulk purchasing of child care slots at discounted rates and obtaining reduced fares from the public transportation system for program trainees.

In more than one-third of the SDAs (37% or 214), a much greater emphasis was being placed on training and placement for unsubsidized jobs. In addition, a larger role for on-the-job training was identified in a considerable number of local delivery areas (39% or 226 SDAs). Increased use of performance contracts and fixed-price contracts with program operators, believed by many practitioners to be a way to reduce costs and increase placements, was noted by respondents in more than one-third of the SDAs (35% or 203).

A change in the mix of clients served was viewed almost universally as a negative result of the 70 percent stipulation by the interviewees. In over one-third of the SDAs (203) respondents predicted that the level of service to particular client groups would be altered, while in 25 percent of the SDAs (147), such changes in client mix were expected to result in "creaming" enrollees.[11] It should be noted, however, that in most SDAs, client mix alteration or "creaming" does not mean a reduction in the level of service to welfare recipients. In fact, in less than 10 percent of the SDAs (53) interviewees anticipated serving fewer welfare clients. This can be explained by two factors. First, because the welfare population is explicity identified as a priority group in the legislation, many JTPA administrators feel that it is not feasible to reduce their level of service. Second, the problem of stipends and support services is often believed to be less acute for this population, as agreements are often developed with the welfare agency to continue such support while the recipient is enrolled in a job training program.

One final program feature expected to be affected in a substantial number of SDAs is the length of training activities offered to needy clients. Respondents in one-third (194) of the SDAs indicated that they would operate shorter training programs because of the 70 percent requirement and the increased emphasis on placement. While reduction in the training period will likely result in more participants being served, it may discourage SDAs from offering lengthy training for higher skill levels.

[11] "Creaming" is a term which refers to selecting economically disadvantaged participants who would benefit most from short-term training, resulting in less service to clients requiring more or longer assistance.

TABLE XIV

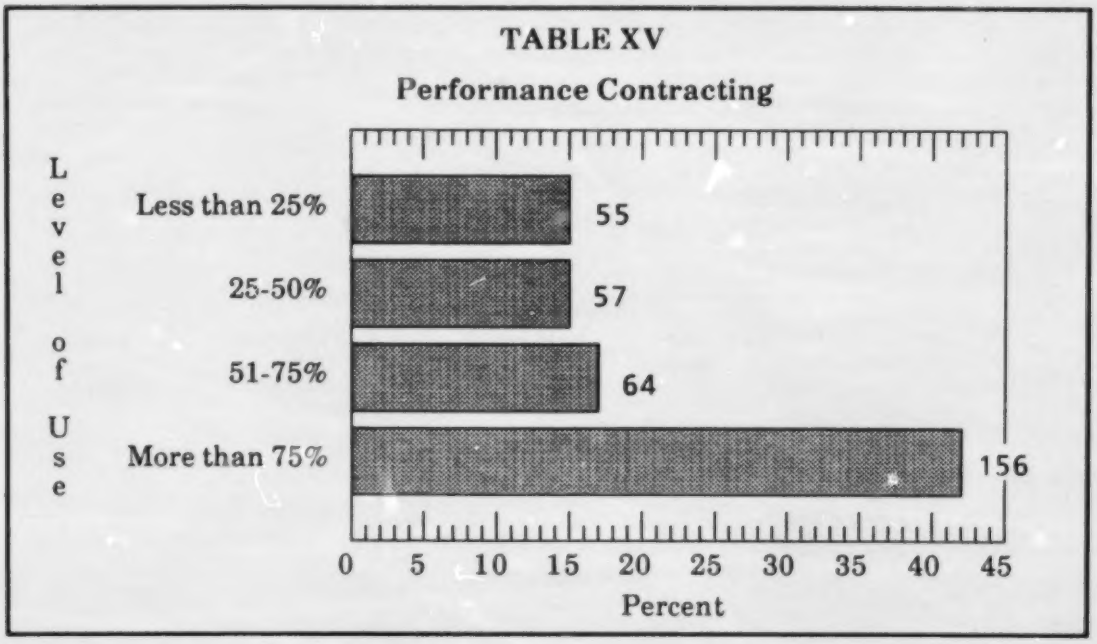
Expected Impact of the 70% Requirement

Expected Impact	Number of SDAs	Percent of SDAs
Provision of support services through other agencies/mechanisms	230	39
Increase in on-the-job training	226	39
More emphasis on training and placement	214	37
Change in client mix	203	35
Increase in performance contracting	203	35
Creaming	147	25
Shorter training cycles	194	33
Serve fewer welfare recipients	53	9

Performance Contracting

As indicated in the preceding section, the requirement that 70 percent of the funds be used for training has led many SDAs to use performance contracting. The use of performance or fixed price contracts has also been cited by a number of practitioners as an effective and fairly easy way to promote quality training and placement following program termination. A key feature of the law is its emphasis on performance management of program outcomes rather than compliance with regulations to achieve results. Administrative principles relating to the new "performance, not process" philosophy are expected to include: using program funds as human capital investments upon which a healthy return should be realized; emphasizing the quality of training and job placement, not just the quantity of placements; rewarding exemplary performance; and sanctioning poor performance.

Data indicate that close to 65 percent of all SDAs (371) will use performance contracting, while another 15 percent of SDAs (85) are considering it. Information in Table XV shows that among those SDAs which have already opted for this approach, almost half (156 SDAs) will use performance contracting for at least 75 percent of their training programs. Another 17 percent (or 64) will use this approach for one-half to three-quarters of their skill training contracts.



Support Services/Needs-Based Payments

Although the law allows a broad range of supportive services and allowances to be provided to participants on a needs basis, the 70 percent requirement restricts an SDA's options with respect to the levels and types of assistance that may be possible. Despite the 30 percent limit on non-training expenditures, 85 percent (494) of the SDAs will provide some type of support service, while slightly more than half (54) will offer needs-based payments. Most respondents indicated, however, that such services or payments would be minimal (e.g., day care would only be provided during the enrollee's first week of on-the-job training; stipends would be far less than minimum wage, such as $6 per day).

To accommodate certain SDAs whose target populations have unique economic characteristics, the law requires that the state waive the 15 percent limitation on supportive services, wages, and allowances, if certain conditions are met and if the waiver is requested by the PIC in the local plan. Interviewees indicated that only a small percentage of the SDAs (11% or 69) were seeking a waiver; another 80 SDAs (13%) were considering applying for a waiver. Waivers do not relieve SDAs from meeting performance standards, which may explain why few SDAs have requested waivers.

Employment Generating Activities

JTPA permits the use of funds for employment generating activities (EGA) provided that they contribute to increased job opportunities for eligible persons. Employment generating activities might include the marketing of JTPA programs and services, labor market analysis, and job development activities. Slightly less than two-thirds of the SDAs (367) plan on undertaking some type of employment generating activity during JTPA's first year. Interviewees in 12 percent of the SDAs

(72) indicated that they had not yet determined the feasibility of using funds for this type of activity. Interviewees in the overwhelming majority of these 367 SDAs indicated, however, that the level of funds spent on employment generating services would be significantly less than the amount previously spent under Title VII of CETA.

CONCLUSION

The results of this survey illustrate the crucial nature of JTPA's nine month transition period. In fact, many of the survey respondents indicated that they viewed this phase as one of learning and experimentation. The transition from CETA to JTPA created major changes in the employment and training system, with repercussions felt at the national, state, and local levels. Planning for the new program was done on an extremely tight schedule with many PICs just organized as plans had to be submitted. At the same time, CETA client services were being provided while others had to be closed out. Hence, all across the country, many SDAs are ironing out the details of their job training plans as they go along; PIC members continue to refine their understanding of the program and their own roles and responsibilities; and states and localities are working through major adjustments in their relationships under the "new federalism" approach to job training programs. It appears that the initial JTPA start-up process has been helpful, allowing policymakers, staff, and other involved groups to gain a better sense of programmatic needs through actual experience before developing and implementing their two-year plans. In this instance, change has proven to be a positive factor, resulting in an apparent strengthening of the job training system through a rather rapid evolutionary process.

The sharing of information on programmatic problems and progress is critical to the positive evolution of JTPA. The data presented in this report provide valuable insights into the new employment and training system at its very initial stages of implementation. Information of this sort, gathered on a regular basis and used effectively, can have important impacts on job training programs for the disadvantaged. In particular, practitioners and policymakers can use this study to increase their knowledge of the administration and delivery of services system-wide and compare and contrast their own SDA activities with those of others. Although judgements with respect to the long-term impact of the program cannot be made from these findings, such data provide a valuable source of baseline information for comparison with future studies.

The value of this information to practitioners is apparent, given their level of interest and willingness to participate in the survey -- especially since it was conducted at the height of the transition. Their willingness to participate and share information bodes well for the employment and training system, for it shows that the spirit of cooperation envisioned in the law is indeed in practice.

APPENDIX I

SURVEY QUESITONNAIRE

Date of Interview _____
Mo. / Day / Yr

PIC DATA COLLECTION FORM

PIC: _____

ADDRESS: _____
Street Address

_____
City/Town, State, Zip

TELEPHONE: _____
Area Code, Number

DIRECTOR: _____

INTERVIEWEE: _____
Name

_____
Title

1. PIC Identification number

1. ☐☐☐☐

2. Category of Interviewee

2. ☐☐

SECTION I: GEOGRAPHIC INFORMATION

3. What political jurisdictions are included in the SDA?

4. Is this a single state SDA?

1 = Yes 2 = No

4. ☐

5. Is this a single city SDA?

1 = Yes 2 = No

5. ☐

6. What is the approximate population size included in the SDA?

6. _____ thousand

7. What relationship exists between the SDA and labor market boundaries?

1 = Part of a LMA
2 = Covers one entire LMA
3 = Covers one entire LMA and part of another LMA
4 = Covers two entire LMAs
5 = Covers two entire LMAs and part(s) of another LMA(s)
6 = Covers 3 or more LMAs
7 = Covers 3 entire LMAs and part(s) of another LMA(s)
8 = Other

7. ☐

8. Are the SDA's geographical boundaries the same as those of the former prime sponsor/Balance of State substate area?

1 = Yes 2 = No

8. ☐

IF NO TO QUESTION 8:

9. How does the SDA differ geographically from the former prime sponsor/Balance of State substate area?

1 = Combine 2 or more prime sponsors
2 = Combined portions of former prime sponsors
3 = Combined a former prime sponsor with a portion of a neighboring prime sponsor
4 = Combined a Balance of State substate area with a former prime sponsor
5 = Combined two or more Balance of State substate areas
6 = Combined 2 or more prime sponsors with one Balance of State substate area
7 = Combined one prime sponsor with 2 or more Balance of State substate areas
8 = Combined 2 or more Balance of State substate areas with more than one prime sponsor
9 = Combined 2 or more Balance of State substate areas with part(s) of a former prime sponsor
10 = Other

9. [ ]

11. Do the SDA's geographical boundaries coincide with other sub-state service districts, i.e., employment service, economic development districts or regions?

1 = Yes 2 = No 3 = Don't Know

11. [ ]

IF YES TO QUESTION 11:

12. Which sub-state service districts coincide with the SDA?

1 = Employment Service
2 = economic development districts/regions
3 = educational districts
4 = More than one
5 = other

12. [ ]

13. Does the SDA incorporate more than one local elected official? (Is it a multi-jurisdictional SDA?)

1 = Yes 2 = No

13. [ ]

IF YES TO QUESTION 13:

14. Has a consortium agreement been signed?

1 = Yes 2 = No 3 = Not yet:later

14. [ ]

15. Was the formation of a multijurisdictional SDA initiated by the governor or by the member jurisdictions themselves?

1 = governor
2 = member(s)
3 = both - negotated between both parties
4 = don't know

15. [ ]

SECTION II: ORGANIZATIONAL INFORMATION

16. Is the PIC incorporated?
1 = Yes 2 = No

16. [ ]

IF NO TO 16:

17. Does the PIC plan on incorporating?

1 = Yes 2 = No 3 = Don't know/Undecided

17. [ ]

18. How many council members are on the PIC?

18

19. How many council members represent the following:

a. private sector representatives_____
b. education_____
c. labor_____
d. rehabilitation_____
e. CBOs_____
f. economic development_____
g. employment service_____
h. state legislature_____
i. other_____

a ☐ e ☐
b ☐ f ☐
c ☐ g ☐
d ☐ h ☐
i ☐

20. How many members of the JTPA PIC served on a CETA Title VII PIC? 20. ☐☐

21. How many members of the JTPA PIC served on a CETA prime sponsor planning council? 21. ☐☐

22. How many JTPA PIC members served on both (a CETA Title VII PIC and a prime sponsor planning council)? 22. ☐☐

23. How was the JTPA PIC Chair selected? 23. ☐

1 = PIC member vote
2 = LEO appointment
3 = negotiated between PIC and LEO
4 = LEO Nominated and PIC voted
5 = Other

24. Did one general purpose business organization submit a single slate for private sector representations? 24. ☐

1 = Yes 2 = No

IF YES TO QUESTION 24:

25. Did the local elected official select from the slate? 25. ☐

1 = Yes 2 = No

26. What general purpose business organization provided the slate? 26. ☐

1 = Local Chamber of Commerce 2 = Title VII PIC
3 = Other

IF NO TO QUESTION 24 OR 25 EXPLAIN PROCESS:

27. Explanation

28. What organization(s) submitted recommendations to the general purpose business organization for private sector representatives?

1 = Yes 2 = No

1 = Local Chamber(s) of Commerce — 1 ☐
2 = Minority Business Organization — 2 ☐
3 = Womens Business Organization — 3 ☐
4 = Professional or Trade Association — 4 ☐
5 = Title VII PIC — 5 ☐
6 = Employment Service — 6 ☐
7 = Other — 7 ☐

29. How is the PIC Board structured?

1 = permanent committees
2 = ad hoc committees
3 = both (1 and 2)
4 = no committees
5 = other
6 = don't know/not yet decided

29. ☐

30. How often does the full board anticipate meeting?

1 = every week
2 = twice monthly
3 = monthly
4 = quarterly
5 = as needed
6 = other _____ (specify)

30. ☐

31. In general, how often will subcommittees meet?

1 = every week
2 = twice monthly
3 = monthly
4 = quarterly
5 = as needed
6 = other _____ (specify)

31. ☐

32. What entity is the grant recipient? (Name & Address)

1 = PIC
2 = local government (mayor, etc.)
3 = CBO
4 = Governor/State
5 = private for profit
6 = other

32. ☐

_____ Name

_____ City/Town

_____ State

33. Is the same entity the administrative entity?

1 = Yes 2 = No

33. ☐

IF NO TO QUESTION 33:

34. What entity is the administrative entity?

1 = PIC
2 = local government
3 = CBO
4 = Governor/State
5 = private non-profit
6 = private for profit
7 = other

34. ☐

_____ Name

_____ City/Town

35. Briefly describe how the grant recipient and program administrator were selected? 35. ☐

36. Has the PIC/Will the PIC hire its own staff?

1 = Yes 2 = No 36. ☐

IF YES TO QUESTION 36:

37. Does /Will the PIC pay for its own staff?

1 = Yes 2 = No 37. ☐

38. How many full time positions 38. ☐☐

39. How many PIC staff were employed by a former prime sponsor/BOS? 39. ☐☐

40. How many current PIC staff were employed by the former Title VII PIC? 40. ☐☐

41. How many current PIC staff were hired directly from private for profit business? 41. ☐☐

42. Are any changes anticipated in the PIC's staffing over the next six months?

1 = Yes 2 = No 42. ☐

IF YES TO QUESTION 42:

43. Describe the type of change expected?

1 = Replace current staff
2 = Reduce current staff levels
3 = Replace and reduce current staff levels
4 = Increase current staff levels
5 = Alter professional mix/capability
6 = Other
7 = Don't know

43. ☐

44. Will the PIC staff operate programs in FY '84?

1 = Yes 2 = No 44. ☐

45. Who is responsible for intake?

1 = PIC
2 = local government
3 = CBO
4 = Employment Service
5 = Chamber of Commerce
6 = Other
7 = Don't know

45. ☐

46. Who is responsible for client certification and eligibility?

1 = PIC
2 = local government
3 = CBO
4 = Employment Service
5 = Chamber of Commerce
6 = Other
7 = Don't know

46. ☐

47. Who is responsible for assessment/counseling?

1 = PIC
2 = local government
3 = CBO
4 = Employment Service
5 = Chamber of Commerce
6 = Other
7 = Don't know

47. ☐

48. Who is responsible for job development?

1 = PIC
2 = local government
3 = CBO
4 = Employment Service
5 = Chamber of Commerce
6 = Other
7 = Don't know

48. ☐

49. IF THE EMPLOYMENT SERVICE IS NOT RESPONSIBLE FOR JOB DEVELOPMENT, What is the relationship between the Employment Service and the placement agency?

49. ☐☐

50. What entities will be responsible for providing training in FY '84?

1 = Yes 2 = No 3 = Don't know

1 = small business
2 = large business
3 = private for profit schools
4 = public education
5 = PIC
6 = CBOs
7 = local government
8 = Chamber
9 = Other

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8 ☐ 9 ☐

SECTION III: PROGRAMMATIC INFORMATION

51. What are the major elements of the plan the SDA has devised for linking employment and training with education?

51. ☐

52. What are the major elements of the plan the SDA has devised for linking employment and training with economic development?

52. ☐

53. What are the major elements of the plan the SDA has devised for linking employment and training with welfare?

53. ☐

54. What procedures have been established to ensure adequate review of the plans by the Employment Service and the PICs.

54. ☐

55. To what client groups will services or programs be targeted?

55.

1 = Yes 2 = No 3 = Don't know

1 = dislocated workers — 1 ☐
2 = youth (in school) — 2 ☐
3 = older workers — 3 ☐
4 = high school drop outs — 4 ☐
5 = minorities — 5 ☐
6 = handicapped — 6 ☐
7 = welfare — 7 ☐
8 = female household heads — 8 ☐
9 = veterans — 9 ☐
10 = other — 10 ☐

56. Do you plan on undertaking any EGS type activities, i.e., marketing, labor market information, economic development, etc.

1 = Yes 2 = No 3 = Don't know — 56. ☐

57. Will performance contracting be used?

1 = Yes 2 = No 3 = Don't know — 57. ☐

IF YES TO QUESTION 57:

58. Approximately what percent of the subcontracts will be performance based?

1 = less than 25% 3 = 51 - 75%
2 = 25 - 50% 4 = more than 75% — 58. ☐

59. Do you anticipate that the stipulation that at least 70% of the funds be spent on actual training will significantly impact upon your program in any way?

1 = Yes 2 = No 3 = Don't know — 59. ☐

IF YES TO QUESTION 59:

60. How? 1 = yes 2 = no

a. Change client mix — a ☐
b. Creaming — b ☐
c. Fewer welfare recipients — c ☐
d. Shorter training programs — d ☐
e. More emphasis on training and placement for unsubsidized jobs — e ☐
f. Providing support services through other mechanisms — f ☐
g. More fixed priced/performance contracts — g ☐
h. Expand OJT — h ☐
i. Use less than the 15% allowed for administrative costs — i ☐
j. Only provide high priority services — j ☐
k. Other — k ☐

61. Are you going to be offering needs based payments?

1 = Yes 2 = No 3 = Don't know

61. ☐

62. Are you going to provide support services?

1 = Yes 2 = No 3 = Don't know

62. ☐

63. Are you going to ask the state for a waiver of the 30% limitation?

1 = Yes 2 = No 3 = Don't know

63. ☐

64. Has the PIC played an active/significant role in the overall planning of FY '84 programs?

1 = Yes 2 = No 3 = Somewhat

64. ☐

65. Has/Will the PIC played an active/significant role in selecting the types of training programs to be offered?

1 = Yes 2 = No 3 = Somewhat

65. ☐

66. Has/Will the PIC played an active/significant role in selecting the occupations for training?

1 = Yes 2 = No 3 = Somewhat

66. ☐

67. Has/Will the PIC played an active/significant role in selecting service providers?

1 = Yes 2 = No 3 = Somewhat

67. ☐

68. Will the PIC play an active/significant role in evaluating programs?

1 = Yes 2 = No 3 = Somewhat

68. ☐

69. What are the major occupations that participants will be trained in? (Limit it to 5)

69. ☐☐

_____ ☐☐

_____ ☐☐

_____ ☐☐

_____ ☐☐

_____ ☐☐

SECTION IV: BUDGET/FINANCIAL DATA

70. What is SDA's FY '84 allocation from DOL?

70. ☐☐☐☐ thousand

71. Is the SDA receiving any other public funds in FY '84? (include Title III money)

1 = Yes 2 = No 3 = Don't know/Intend to try

71. ☐

IF YES TO QUESTION 71:

72. How much?

72. ☐☐☐☐☐☐ thousand

73. Is the SDA receiving any private monies?

1 = Yes 2 = No 3 = Don't know/Intend to try 73. ☐

IF YES TO QUESTION 73:

74. How much?

74. ☐☐☐☐☐☐
thousand

APPENDIX II

LIST OF SERVICE DELIVERY AREAS

Distribution of Service Delivery Areas

State/SDA	Single County SDA	Single City SDA	Multi-Jurisdictional SDA
STATE OF ALABAMA			
1. Mobile			X
2. Birmingham			X
3. Governor's Unified Area			X
STATE OF ALASKA			
1. Fairbanks			X
2. Anchorage			X
3. State-Wide SDA	X		
AMERICAN SAMOA	X		
STATE OF ARIZONA			
1. Phoenix		X	
2. Maricopa	X		
3. Pima	X		
4. Sixco			X
5. Santa Cruz	X		
6. Cochise	X		
7. Greenlee	X		
8. Graham	X		
9. Yuma	X		
10. Gila			X
11. Tribal			X
STATE OF ARKANSAS			
1. Western			X
2. North West			X
3. West Central			X
4. South West			X
5. Central			X
6. South East			X
7. North East			X
8. North Central			X
9. Little Rock		X	
STATE OF CALIFORNIA			
1. Fresno			X
2. Inyo			X
3. Kings	X		
4. Madera	X		
5. Merced	X		
6. Monterey	X		
7. San Luis Obispo	X		
8. Tulare	X		
9. Bellflower			X
10. Burbank			X
11. Carson			X
12. El Segundo			X
13. Imperial	X		

State/SDA	Single County SDA	Single - City SDA	Multi-Jurisdictional SDA
STATE OF CALIFORNIA			
14. Long Beach		X	
15. LA City		X	
16. LA County	X		
17. Orange			X
18. Pasadena		X	
19. Riverside	X		
20. San Bernardino City		X	
21. San Bernardino County	X		
22. San Diego			X
23. Santa Barbara	X		
24. Ventura	X		
25. Alameda			X
26. Contra Costa	X		
27. San Francisco		X	
28. No. Santa Clara Valley			X
29. Oakland		X	
30. Marin County	X		
31. Richmond		X	
32. San Benito	X		
33. San Mateo	X		
34. Santa Clara	X		
35. Santa Cruz	X		
36. Sonoma	X		
37. Amador			X
38. Butte	X		
39. Sutter, Yuba			X
40. Napa Valley	X		
41. Sacramento			X
42. San Joaquin	X		
43. Solano	X		
44. Stanislaus	X		
45. Yolo	X		
46. Golden Sierra			X
47. Humbolt	X		
48. Mendocino	X		
49. Nortec			X
50. Shasta	X		
STATE OF COLORADO			
1. Adams	X		
2. El Paso			X
3. Jefferson			X
4. Larimer	X		
5. Weld	X		
6. Denver		X	
7. Arapaho			X
8. Boulder	X		
9. Pueblo			X
10. State-Wide SDA			X

State/SDA	Single County SDA	Single City SDA	Multi-Jurisdictional SDA
STATE OF CONNECTICUT			
1. Bridgeport, Norwalk			X
2. New Britain/Bristol			X
3. Danbury/Torrington			X
4. Willamantic/Danielson			X
5. Hartford			X
6. Meriden/Middlesex			X
7. New Haven			X
8. New London			X
9. Waterbury			X
STATE OF DELAWARE			
1. State-Wide SDA			X
DISTRICT OF COLUMBIA			
1. D.C. PIC		X	
STATE OF FLORIDA			
1. Escambia	X		
2. Okaloosa			X
3. Bay			X
4. LEON			X
5. Alachua			X
6. Duval	X		
7. Clay			X
8. Citrus			X
9. Volusia			X
10. Seminole	X		
11. Orange			X
12. Brevard	X		
13. Pasco	X		
14. Hillsboro	X		
15. Pinellas	X		
16. Lee County	X		
17. Palm Beach PIC	X		
18. Tampa		X	
19. Sarasota			X
20. Polk			X
21. St. Lucia			X
22. Collier			X
23. Broward	X		
24. Dade			X
STATE OF GEORGIA			
1. North West Georgia			X
2. North East Georgia			X
3. North Atlanta			X
4. Georgia Mountains PIC			X
5. DOL			X
6. Chattahoochie			X

State/SDA	Single County SDA	Single City SDA	Multi-Jurisdictional SDA
STATE OF GEORGIA			
7. Middle			X
8. Heart of Georgia			X
9. Central Savannah			X
10. Georgia South Coastal			X
11. Chatam County			X
12. Southwest Georgia			X
13. South Georgia			X
14. Atlanta		X	
15. Dekalb	X		
16. Clayton County	X		
GUAM	X		
STATE OF HAWAII			
1. Hawaii			X
2. Maui	X		
3. Oahu		X	
4. Kaui			X
STATE OF IDAHO			
1. Kootenai			X
2. Latah			X
3. Ada Boise			X
4. Twin Falls			X
5. Bannock-Pocatello			X
6. Rexburg			X
STATE OF ILLINOIS			
1. Lake	X		
2. McHenry	X		
3. Winnebago			X
4. Caroll			X
5. Kane			X
6. Dupage	X		
7. Balance of Cook County	X		
8. North West Municipal			X
9. Chicago		X	
10. Will	X		
11. Kanakee			X
12. LaSalle			X
13. Rock Island			X
14. Knox			X
15. Peoria			X
16. Tazewell			X
17. Champaign			X
18. Vermillion	X		
19. Macon			X
20. Sanganon			X
21. Montgomery			X

State/SDA	Single County SDA	Single City SDA	Multi-Jurisdictional SDA
STATE OF ILLINOIS			
22. Madison			X
23. Cumberland			X
24. Monroe			X
25. Jefferson			X
26. Saline			X
STATE OF INDIANA			
1. Washington			X
2. Posey			X
3. Sullivan			X
4. Wayne			X
5. Delaware			X
6. Boone			X
7. Marion		X	
8. Fulton			X
9. Madison			X
10. Elkhart			X
11. St. Josephs	X		
12. Monroe			X
13. LaPorte			X
14. Lake	X		
15. Tippecanoe			X
16. Vigo			X
17. Dekalb			X
STATE OF IOWA			
1. Clayton			X
2. Mitchell			X
3. Buena Vista			X
4. Woodbury			X
5. Calhoun			X
6. Marshall			X
7. Blackhawk			X
8. Dubuque			X
9. Scott			X
10. Linn			X
11. Jasper			X
12. Carroll			X
13. Pottawatomie			X
14. Union			X
15. Jefferson			X
16. Des Moines			
STATE OF KANSAS			
1. Rural-Salina			X
2. Topeka			X
3. Kansas City			X
4. Wichita			X
5. Pittsburg			X

State/SDA	Single County SDA	Single City SDA	Multi-Jurisdictional SDA
STATE OF KENTUCKY			
1. Purchase			X
2. Central			X
3. Louisville			X
4. North Central			X
5. North East			X
6. Northern Kentucky			X
7. Eastern Kentucky CEP			X
8. Cumberlands			X
9. Blue Grass			X
STATE OF LOUISIANA			
1. Calcasieux			X
2. Shreveport		X	
3. Baton Rouge	X		
4. Jefferson	X		
5. Lafeyette	X		
6. New Orleans		X	
7. Ouachita	X		
8. Rapides	X		
9. 1st Planning District			X
10. 2nd Planning District			X
11. 3rd Planning District			X
12. 4th Planning District			X
13. 5th Planning District			X
14. 6th Planning District			X
15. 7th Planning District			X
16. 8th Planning District			X
STATE OF MAINE			
1. Cumberland			X
2. Penobscot			X
3. State-Wide SDA			X
STATE OF MARYLAND			
1. Baltimore County	X		
2. Baltimore Metropolitan			X
3. Frederick County	X		
4. Lower Shore			X
5. Montgomery County	X		
6. Prince George's County	X		
7. Southern Maryland			X
8. Susquehanna			X
9. Upper Shore			X
10. Western Maryland			X
STATE OF MASSACHUSETTS			
1. Berkshire			X
2. Boston		X	
3. Brockton			X
4. Fall River			X
5. Franklin Hampshire			X

State/SDA	Single County SDA	Single City SDA	Multi-Jurisdictional SDA
STATE OF MASSACHUSETTS			
6. Hampden			X
7. Metro North			X
8. Metro South-West			X
9. Bedford, Cape Cod & Island			X
10. Northern Essex (Lawrence)			X
11. Northern Middlesex			X
12. Northern Worcester			X
13. Coastal			X
14. Southern Essex			X
15. Southern Worcester			X
STATE OF MICHIGAN			
1. Allegan and Ottawa			X
2. Arenac			X
3. Barry, Branch			X
4. Bay, Saginaw			X
5. Berrien, Van Buren			X
6. Central Upper Peninsula			X
7. Detroit		X	
8. Downriver CC			X
9. Eastern Upper Peninsula			X
10. Genesse			X
11. Gratitot			X
12. Hillsdale, Jackson			X
13. Huron			X
14. Kalamazoo			X
15. Grand Rapids			X
16. West Central			X
17. Lansing Tri County			X
18. Ann Arbor			X
19. Macomb and St. Clair			X
20. Muskegon and Oceana			X
21. N.E. Lower Michigan			X
22. N.W. Lower Traverse			X
23. Oakland	X		
24. Pontiac			X
25. Wayne	X		
26. Western Upper Peninsula			X
STATE OF MINNESOTA			
1. North West			X
2. Minnesota CEP			X
3. N.E. Minnesota			X
4. Duluth		X	
5. East Central			X
6. Southwest			X
7. South Central			X
8. South East			X
9. Hennepin, Carver, Scott Co.			X

State/SDA	Single County SDA	Single City SDA	Multi-Jurisdictional SDA
STATE OF MINNESOTA			
10. Minneapolis		X	
11. Dakota			X
12. St. Paul		X	
STATE OF MISSISSIPPI			
1. Gulf Coast SDA			X
2. Jackson			X
3. State-Wide SDA			X
STATE OF MISSOURI			
1. N.W. Trenton			X
2. Area II Shelby			X
3. Kansas City			X
4. Johnson, Sedalia			X
5. Jefferson City			X
6. St. Louis County	X		
7. Ozarks-Jasper			X
8. Greene-Springfield			X
9. Camden			X
10. West Plains-Howell			X
11. Cape Girardeau			X
12. Balance of Jackson	X		
13. St. Louis City		X	
14. St. Charles	X		
15. Franklin			X
STATE OF MONTANA			
1. CEP			X
2. Rural			X
STATE OF NEBRASKA			
1. Omaha			X
2. Greater Nebraska			X
3. Lincoln			X
STATE OF NEVADA			
1.Northern			X
2.Southern			X
STATE OF NEW HAMPSHIRE			
1. Hillsborough County	X		
2. Balance of State			X
STATE OF NEW JERSEY			
1. Ocean County	X		
2. Middlesex County	X		
3. Morris County	X		
4. Monmouth County	X		
5. Bergen County	X		
6. Essex County	X		

State/SDA	Single County SDA	Single City SDA	Multi-Jurisdictional SDA
STATE OF NEW JERSEY			
7. Passaic County	X		
8. Mercer County	X		
9. Gloucester County	X		
10. Jersey City		X	
11. Union County			X
12. Newark		X	
13. Somerset/Hunterdon			X
14. Warren/Sussex			X
15. Burlington	X		
16. Atlantic/Cape May			X
17. Cumberland/Salem			X
18. Camden	X		
19. Hudson	X		
STATE OF NEW MEXICO			
1. Albuquerque			X
2. State-Wide SDA			X
STATE OF NEW YORK			
1. Broome/Tioga County			X
2. Dutchess/Putnam			X
3. Chemung/Steuben/Schuyler			X
4. Columbia/Greene			X
5. Orange	X		
6. Sullivan	X		
7. Ulster	X		
8. Yonkers		X	
9. Niagra	X		
10. Oyster Bay	X		
11. Hempstead	X		
12. Suffolk	X		
13. New York City		X	
14. Westchester County (excluding Yonkers)	X		
15. Rockland	X		
16. Albany/Rensseleer/ Schenectady			X
17. Fulton/Montgomery/Scholarie			X
18. Saratoga/Warren/Washington			X
19. Clinton/Essex/Franklin/Hamilton			X
20. Jefferson/Lewis			X
21. St. Lawrence	X		
22. Herkimer/Madison/Oneida			X
23. Chenango/Delaware/Ostego			X
24. Cayuga/Cortland/Tompkin			X
25. Syracuse		X	
26. Onandaga Co. (excluding Syracuse)	X		
27. Oswego	X		
28. Ontario/Seneca/Wayne/Yates			X
29. Rochester	X		

State	Single County SDA	Single City SDA	Multi-Jurisdictional SDA
STATE OF NEW YORK			
30. Monroe Co. (excluding Rochester)	X		
31. Genesee/Livingston/Orleans/ Wyoming			X
32. Buffalo/Cheekowaga/Tonowanda			X
33. Eric Co. (excluding Buffalo)			X
34. Allegheny/Cataraugus/Chautaugua			X
STATE OF NORTH CAROLINA			
1. Alamance	X		
2. Buncombe	X		
3. Central Piedmont			X
4. Centralina			X
5. Cumberland	X		
6. Davidson	X		
7. Winston Salem	X		
8. Gaston	X		
9. Greensboro	X		
10. Charlotte	X		
11. Walle			X
12. Rural			X
STATE OF NORTH DAKOTA			
1. State-Wide SDA			X
NORTHERN MARIANA.ISLANDS	X		
STATE OF OHIO			
1. Williams			X
2. Lima			X
3. Miami			X
4. Preble-Montgomery			X
5. Dayton	X		
6. Butler	X		
7. Hamilton	X		
8. Cincinnati		X	
9. Toledo			X
10. Marion			X
11. Springfield			X
12. Warren Cleremont			X
13. Sandusky			X
14. Richland			X
15. Delaware			X
16. Columbus			X
17. Fayette			X
18. Scioto			X
19. Lorrain	X		
20. Cleveland		X	
21. Cuyahoga	X		
22. Medina			X
23. Stark/Wayne			X

State/SDA	Single County SDA	Single City SDA	Multi-Jurisdictional SDA
STATE OF OHIO			
24. Perry			X
25. Lake	X		
26. Ashtabula			X
27. Trumbell	X		
28. Portage	X		
29. Mahoning			X
30. Youngstown		X	
31. Monroe			X
STATE OF OKLAHOMA			
1. North West			X
2. North Central			X
3. South West			X
4. South Central			X
5. Southern			X
6. Central			X
7. East Central			X
8. Tulsa			X
9. North East			X
10. South East			X
11. Eastern			X
12. Norman	X		
STATE OF OREGON			
1. Multnomah-Washington			X
2. Clackamas	X		
3. Marion			X
4. City of Euguene		X	
5. Lane	X		
6. Jackson-Josephine			X
7. Oregon Consortium			X
8. City of Portland		X	
STATE OF PENNSYLVANIA			
1. Allegheny County	X		
2. Pittsburgh City		X	
3. Beaver County	X		
4. Berks County	X		
5. Bucks County	X		
6. Centre/Clinton/Lycoming/Mifflin			X
7. Chester County	X		
8. Delaware County	X		
9. Erie County/City			X
10. Franklin/Adams			X
11. Lancaster County	X		
12. Lehigh Valley			X
13. Lackawanna/Scranton	X		
14. Luzerne/Schuylkill			X
15. Mercer County Consortium			X

State/SDA	Single County SDA	Single City SDA	Multi-Jurisdictional SDA
STATE OF PENNSYLVANIA			
16. Montgomery County	X		
17. Northumberland, Columbia, Union/.Juniata/Snyder/Montour			X
18. Philadelphia City		X	
19. SETCO			X
20. Southern Alleghenies Consortium			X
21. Tri-County Manpower			X
22. Washington/Greene Counties			X
23. Westmoreland/Lafayette Counties			X
24. Wayne/Pike/Monroe/Carbon			X
25. Wyoming/Sullivan/Tioga/Bradford			X
26. McKean/Potter/Elk/Cameron/ Jefferson/Clearfield			X
27. York County	X		
PUERTO RICO			
1. San Juan		X	
2. Balance of Puerto Rico			X
STATE OF RHODE ISLAND			
1. State-Wide SDA			X
2. Providence			X
3. Woonsocket			X
STATE OF SOUTH CAROLINA			
1. State-Wide SDA			X
STATE OF SOUTH DAKOTA			
1. State-Wide SDA			X
STATE OF TENNESSEE			
1. Unico			X
2. Greene			X
3. Knoxville	X		
4. Roane			X
5. McMilford			X
6. Hamilton			X
7. Smith			X
8. Cheatham			X
9. Nashville	X		
10. Coffee			X
11. Perry			X
12. Haywood			X
13. Tipton			X
14. Memphis			X

State/SDA	Single County SDA	Single City SDA	Multi-Jurisdictional SDA
STATE OF TEXAS			
1. Alamo			X
2. Austin			X
3. Brazos Valley			X
4. Cameron	X		
5. Balance of Capital Planning			X
6. Central Texas			X
7. Balance of Coast Bend			X
8. Concho Valley			X
9. Corpus Christi			X
10. Balance of Dallas			X
11. Dallas		X	
12. Deep East Texas			X
13. East Texas			X
14. Ft. Worth Arlington			X
15. Golden Crescent			X
16. Balance of Gulf Coast			X
17. Balance of Harris	X		
18. Heart of Texas			X
19. Hidalgo and Willacy			X
20. Houston		X	
21. Lubbock			X
22. Middle Rio Grande			X
23. North Central Texas			X
24. North East Texas			X
25. North Texas			X
26. Panhandle			X
27. Permian Basin			X
28. South East Texas			X
29. Balance of South Plains			X
30. South Texas			X
31. Texoma			X
32. Balance of Torrent	X		
33. Upper Rio Grande			X
34. West Central			X
TRUST TERRITORIES OF THE PACIFIC ISLANDS			
1. The Republic of Palau	X		
2. The Republic of the Marshall Islands	X		
3. The State of Yap	X		
4. The State of Ponape	X		
5. The State of Truk	X		
6. The State of Kosrae	X		

State/SDA	Single County SDA	Single City SDA	Multi-Jurisdictional SDA
STATE OF UTAH			
1. Weber/Morgan			X
2. Salt Lake City	X		
3. Davis			X
4 Mountainland			X
5. Bear River			X
6. Six County			X
7. South West			X
8. Unitah Basin			X
9. South East			X
STATE OF VERMONT			
1. State-Wide SDA			X
STATE OF VIRGINIA			
1. Planning Districts I & II			X
2. Planning Districts III & IV			X
3. Fifth District E&T Consortium			X
4. Planning Districts VI & VII			X
5. Planning Districts IX & X			X
6. Planning Districts XIII, XIV, & XIX			X
7. Planning District XV			X
8. City of Richmond		X	
9. Peninsula Office of Manpower Programs			X X
10. Bay Consortium			X
11. Southeastern Tidewater Area Manpower Authority			X X
12. Northern Virginia Manpower Consortium			X
13. Alexandria/Arlington			X
14. Central Piedmont Employment Consortium			X
VIRGIN ISLANDS	X		
STATE OF WASHINGTON			
1. Olympic			X
2. Pacific Mountain			X
3. North West			X
4. Snohomish	X		
5. King-Seattle			X
6. Tacoma			X
7. South West			X
8. Grant			X
9. Tri-Valley			X
10. Eastern Whitman			X
11. Walla-Walla			X
12. Spokane			X

State/SDA	Single County SDA	Single City SDA	Multi-Jurisdictional SDA
STATE OF WEST VIRGINIA			
1. Kanawha County	X		
2. Charleston City	X		
STATE OF WISCONSIN			
1. Milwaukee	X		
2. S.E. Wisconsin			X
3. East Central			X
4. Dane	X		
5. South Central			X
6. Rock	X		
7. Lake Michigan			X
8. Western Winnebago			X
9. Northern Winnebago			X
10. Central			X
11. West Central			X
12. North West			X
13. North Central			X
14. North East			X
15. South West			X
16. Western			X
17. Marathon	X		
STATE OF WYOMING			
1. State-Wide SDA			X